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Director of Training

18 January 1960

Chief, Plans and Policy Staff

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Determination of Training Requirements

1. In anticipation of probable IG interest in this subject, you have asked PPS to review OTR files in order to identify specific instances of OTR action taken to obtain statements or estimates of CIA requirements for OTR training support. A very superficial survey of 1959-60, PPS chrono files alone reveals that

a. OTR actively and aggressively tries on a continuing basis to keep abreast of or ahead of anticipated or estimated training requirements, and

b. OTR tries to restrict its current programs and capabilities to those necessary to meet demonstrable needs.

This survey also reveals that OTR attempts to minimize future "crash requirements" by anticipating or suggesting, on its own initiative, possible future training requirements which appear to be forecast by operational or intelligence trends.

2. Prior to 1958, OTR made formal attempts to secure estimates through the use of "requirements forms;" however, these are no longer used. The principal means for obtaining requirements currently include formal liaison and periodic meetings, informal or personal liaison, written requirements or interoffice memoranda, from remarks of senior CIA officers in training lectures, and from analysis of CIA and USIB documents.

3. Periodic or "Formal" Liaison. One purpose of OTR formal or scheduled liaison meetings with other components is the determination or exploration of their current and future training requirements. Some meetings which lend themselves to this purpose are as follows:

a. The Director of Training (DTR) attends the weekly DD/P staff meetings; in the absence of the DTR, the DD/P

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Training Officer takes note of any matters affecting the Office of Training (or the DTR's responsibilities) and reports these to the DTR.

b. The DTR and/or his designee (the Deputy DTR; the Chief, Operations School; or Chief, Plans and Policy Staff) meets each week with the DD/P Training Officer, currently [REDACTED] (The latter is especially aware of and sympathetic to the needs of OTR for prior planning in regard to training requirements. This is also true of the DD/P, Mr. Bissell. On a kind of trial basis, three DD/P area divisions (WH, EE and SR) are attempting surveys of their training status and future needs.)

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c. A member of the Plans and Policy Staff of OTR meets each week with the Executive Assistant to the DD/S, [REDACTED], to transmit OTR's weekly activities report to the DD/S. This offers an opportunity also to discuss DD/S training problems. In addition, an OTR officer will usually attend the recently (January, 1960) resumed, periodic meetings of the DD/S training officers.

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d. A representative of OTR, usually the Registrar or Chief, Operations School, attends meetings of the DD/S training officers.

e. No OTR representative regularly attends meetings of the DD/I training officers; however, the DD/I Training Officer, [REDACTED] is very effective in informing OTR on DD/I training problems. "Informal Liaison" also has been very beneficial in terms of establishing training requirements. Special, ad hoc OTR requests for estimates are responded to with alacrity.

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4. Informal Liaison. As revealed by our file search, the liaison contacts by OTR with the components are very frequent indeed. Although some of these contacts are made for other purposes, such as to obtain the services of a guest speaker, to obtain case studies, to ascertain current operational doctrine or administrative procedures, etc., they also constitute an effective means of obtaining realistic requirements. Some examples of this type of liaison follow.

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a. Subsequent to weeks of staff-level consultations and study of the problems and objectives of ELINT training, [REDACTED] Intelligence School, was appointed chief instructor for the proposed new ELINT Operations course for DD/P case officers. For some five months [REDACTED] worked closely with the several CIA components concerned, not only in developing the curriculum and arranging for guest experts/lecturers but also in lining up the student body for the three-week course which was presented in October, 1959. Subsequently, [REDACTED] is working out with the staffs concerned another ELINT Orientation course requested for DD/I intelligence officers.

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c. [REDACTED], Language and Area School, maintains close personal liaison with DD/P area division training officers in regard to specific area orientation and training requirements. The content, scheduling, and attendance of the Americans Abroad Orientation series of courses stem largely from this liaison directly with the "customer." A study trip in 1959 by an LAS staff officer [REDACTED] to Africa and the Near East was accomplished in anticipation of future requirements in those areas.

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d. Beginning in August, 1959, there has been a series of meetings and exchange of correspondence between the [REDACTED] and OTR (the DDTR; the Plans and Policy Staff; Chief, Operations School, and Deputy Chief, Field Training) concerning OTR training support for the proposed CIA Contingency Force. Through this same means, OTR has been alerted or consulted in regard to other, possible requests for [REDACTED] and other training support for the CIA Armed Forces Reserve Officers and for a possible [REDACTED] training requirement.

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e. In May, 1959, pursuant to a PPS meeting with [REDACTED] FI Training Officer, the Introduction to Intelligence Production course was dropped due to lack of attendance. At the same time, the frequency of presentation of the [REDACTED] Management course also was discussed.

f. In June, 1959, with Office of Security concurrence, the Security Reindoctrination Program was dropped for lack of attendance; i. e., no requirement.

g. In May, 1959, proposals for changes in Intelligence School curricula were passed to the DD/I Training Officer, who in turn initiated a survey of student potential for the suggested courses of instruction.

h. In October, 1959, PPS [REDACTED] queried the DD/I Training Officer in regard to DD/I's requirements for Junior Officer Trainees. This inquiry was supplemental to routine contacts by the Junior Officer Training Program staff with both DD/P and DD/I with respect to ascertaining the latter's annual requirements for new JOT's.

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5. Written Requirements. On the basis of this limited survey, I find little recent evidence of written requirements. On the other hand, OTR demonstrably has used memoranda and staff studies as a means of ascertaining training requirements, both in terms of the content of courses and of the possible numbers of trainees over a given period. Correspondence of this sort has covered such subjects as:

a. an Introduction to Overseas Effectiveness course, developed at the request of COPS, DD/P;

b. area training: a staff study was prepared by PPS and forwarded to DD/P, DD/I and DD/S under separate memoranda in order to find agreement as to the area training and orientation required of OTR;

c. language training and the language development program: several studies and memoranda prepared by PPS with a view not only to gaining firmer requirements but also to devise an effective but less costly language incentive program;

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d. training for CIA dependents--a proposal "staffed out" by PPS, acting on a suggestion by Chief, JOTP, and subsequently disapproved by DD/P;

e. an ELINT course for DD/P case officers, already mentioned in para. 4. a., above;

f. training requested by OCR/LCD for its Collection Branch collection officers who are handling official and officially-sponsored legal travelers into the USSR, etc.;

g. possible requirements for staff training for personnel who might be assigned to "war plans" jobs in connection with the CIAPAC "GEOP";

h. a request for Training assistance in preparation of a " [REDACTED] (this handbook is now being edited by CO/OS/TR);

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i. several studies and memoranda, stemming from the 1959 IG Survey of the Assessment and Evaluation Staff, OTR, aimed at ascertaining Office of Personnel and DD/P requirements for A&E psychological services and support; discussions on the same subject were held with the DD/S and Chief, Medical Staff;

j. a suggestion by [REDACTED] concerning improved instruction in "photography for intelligence";

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k. a request by the Office of Communications for a Signal Center Refresher Course;

l. a request by TSS for assistance in instructor training by [REDACTED]

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m. a request by the Legislative Counsel for information to meet a Congressional request.

6. Remarks by Senior Officers, etc. OTR is constantly alert to current and future operational trends as mentioned by senior officers at lectures, in staff meetings, or as reflected in official CIA and USIB documents. For example, through these means OTR has explored or at least has become alerted to possible requirements in:

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a. [REDACTED]

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b. continuing requirements for scientific and technical training, including ELINT, space, etc.;

c. top level management training, especially for DD/S "executives";

d. training for CIA Military Reserve Officers in CIA Contingency Force operations;

e. increasing emphasis on [REDACTED] operations to meet the Soviet challenges in the "polite war";

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f. adjustments in covert training capabilities in the event of closure of the [REDACTED]

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7. To repeat, the above is a hasty sampling from a superficial survey of FPS files and by no means represents a complete record of OTR efforts to ascertain firm training requirements. The sum of OTR's efforts has been reasonably successful; however, tight personnel ceilings and budgets will necessitate a higher degree of prior planning, for the most part reflecting improved management by the "customers."

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